

Citizen
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THE
STRATEGIC
COMPASS

Air Force Reserve's Guiding Principles

page 2



By Lt. Gen. James F. Jackson
Commander,
Air Force Reserve Command

Air Force Reserve Guiding Principles: The Strategic Compass

Over the last decade, you consistently raised your hand when the nation called, more so than during any time in our history. The events of 9/11 marked a turning point for the Air Force Reserve. We transitioned into an operational reserve by changing our organization and improving our processes. Every one of our Citizen Airmen has demonstrated the Air Force core value of “service before self,” and I can’t thank you enough.

As we look to the future, it’s time to start thinking about answering key questions: What missions and capabilities should comprise the Air Force Reserve of the future? What does the next generation of Citizen Airmen look like? What changes are needed to improve tomorrow’s Air Force Reserve?

To help answer these questions, the AFR Strategic Planning Council, comprised of our numbered air force commanders and senior leadership of the Air Staff and Air Force Reserve Command, helped develop a “strategic compass” or what we call our AFR Guiding Principles.

Our AFR Guiding Principles serve two purposes. First, they support the Air Force Reserve vision by guiding leadership when making decisions on the future of the Air Force Reserve. Second, they help create links between units and staffs, mission and budget, personnel and policy. Here is a summary of the four AFR Guiding Principles.

The Air Force Reserve will remain a:

Combat-ready, cost-effective and experienced force. Our “job one” is providing a combat-ready force. When the nation calls, the Air Force Reserve is ready to deliver warfighting capability anywhere in the world. Our Citizen Airmen bring unmatched experience, at a cost-efficient rate, to effectively meet worldwide mission requirements.

Force with operational capability, strategic depth and surge capacity. The Air Force Reserve provides integrated and flexible operational capability to combatant commanders. We are ready as a deterrent force or globally engaged to meet our nation’s security needs. We provide the critical strategic depth for major conflict, and we are able to surge when necessary.

Viable and relevant force. The Air Force Reserve changes with the strategic environment to meet warfighter needs. Space, cyberspace, and intelligence, surveillance and reconnaissance are game-changing to the joint fight. We leverage civilian skills and intellectual capital in these areas, as well as retain significant Air Force investments in training and personnel, such as special operations personnel.

Sustainable, professional military force. The Air Force Reserve is composed of federal Citizen Airmen who serve the nation — stationed locally, serving globally. We offer various statuses and choices, allowing Airmen to participate based on changing personal and professional needs. We integrate into every staff — combatant command and joint staff, major command, and Air Staff. We grow national leaders today for the betterment of our Air Force and the nation.

As we look toward the future of the Air Force Reserve, I remain grateful for the sacrifices of today’s Citizen Airmen.

Thanks for all you do. ★



By Chief Master Kathleen R. Buckner
Command Chief Master Sergeant,
Air Force Reserve Command

CCAF degree critical to career advancement

A U.S. president once said, “Leadership and learning are indispensable to each other.” I believe this to be true.

With education, you become more proficient at your job, enabling mission effectiveness and efficiency. You may advance faster than your counterparts with education. In the military, education improves your ability to compete for promotion, assignments and attendance at special courses in residence. These are just some of the reasons why obtaining an associate degree from the Community College of the Air Force is important to advancing your military career.

So some of you may be asking yourselves, “If I already have a bachelor’s, master’s or doctorate degree, why should I pursue an associate degree?” CCAF is important because its degrees are centered around technical and leadership issues and round you into a more professional Airman.

Having a CCAF degree solidifies you as a subject matter expert in your functional area. CCAF programs are designed to provide you with knowledge, skills and theoretical background to enhance your performance as technicians and noncommissioned officers. Additionally, it improves your chances for being selected for top programs.

For some courses, the Reserve Development Education Designation Board looks to see if you have a CCAF degree to match you with respective developmental education schools based on the needs of the Air Force Reserve and your preference. This degree helps the board provide school opportunities to our professional Airman and develop future Air Force Reserve leaders.

As for senior noncommissioned officers, did you know that in order for master sergeants or higher to receive a senior rater endorsement on their Enlisted Performance Report, they must have a CCAF degree in their records?

With a large number of accessions being non-prior service members, the Air Force Reserve’s senior enlisted members have a responsibility to ensure these new recruits clearly focus on completing their CCAF degree first, followed by second or subsequent degrees.

If you’re a supervisor and/or mentor, it is vital to the future of our enlisted force development plans to set the example and send the right message to our Airmen. If you already have earned a CCAF associate degree, congratulations! If you want to know if you qualify for a CCAF, you have two options. You can visit your local Education Services Office, or you can go online to <http://www.au.af.mil/au/ccaf> and apply. You may have already fulfilled the requirements to receive your degree and don’t even know it. ★

Citizen AIRMAN

What a View

Senior Airman Dylan Strom, a loadmaster with the 934th Airlift Wing, Minneapolis-St. Paul International Airport Air Reserve Station, Minn., enjoys the incredible view from the back of a C-130 during a recent orientation flight for civic leaders and members of the clergy. (Shannon McKay)

Vol. 65 No. 1

February 2013

12
Transition program expands to improve employment, educational opportunities

13
Plumber chasing his dream to become pilot

14
'Total Force' band spreads good cheer to troops in Afghanistan

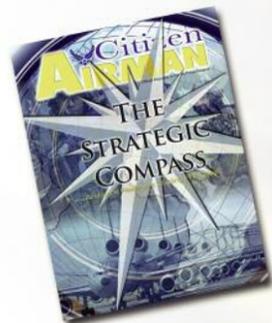
16
Care coordinators help Reservists navigate road to recovery

18
Reservist plays vital role in inauguration planning, execution

20
Changes coming to make travel voucher processing easier

21
For joint qualification, good experience is not necessarily the right experience

22
Lieutenant uses personal touch to create successful Yellow Ribbon Program



On the cover: Lt. Gen. James F. Jackson, Air Force Reserve Command commander, and other senior leaders have developed a strategic compass — a set of guiding principles for today's Air Force Reserve. In his commentary in this edition of *Citizen Airman*, the general explains these guiding principles. The column is on Page 2.

Gen. Mark A. Welsh III *Chief of Staff, United States Air Force*

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RESERVE SNAPSHOT

The 920th Rescue Wing played host to 38 members of the University of Florida's swim team for a training session at Patrick Air Force Base Fla., in January. The 920th RQW Guardian Angels perform combat search and rescue as their primary mission, but they also support civilian search and rescue, humanitarian relief, and safety and security during all Space Coast rocket launches. (Staff Sgt. Stephany D. Richards)



Senior Airman Naomi Costa, a 433rd Maintenance Squadron aircraft mechanic, begins a recent unit training assembly by playing reveille outside the 433rd Airlift Wing's new headquarters building on Joint Base San Antonio-Lackland, Texas. (Tech. Sgt. Andrew Patterson)



After a half-mile uphill litter carry race in the Self-Aid/Buddy Care Challenge, members of the 507th Security Forces Squadron, Tinker Air Force Base, Okla., will themselves to the finish line during the recent Defender Challenge competition. Six teams from Tinker's 507th and 72nd SFS, and the 97th SFS from Altus AFB, Okla., were pushed to the limits in various combat skills events as part of the competition. (Margo Wright)

More than 20 employers of 919th Special Operations Wing Reservists climb aboard an MC-130E Combat Talon I aircraft during an Employer Day tour at Duke Field, Fla. The employers attended the tour to get a better understanding of how their workers contribute to the Air Force and special operations mission. (Tech. Sgt. Samuel King Jr.)

ROUND THE RESERVE

419th Pilot Designs, Tests F-16 Software

A Reservist from the 419th Fighter Wing at Hill Air Force Base, Utah, has a civilian job at the base that directly impacts his military duties as an F-16 fighter pilot.

As a fighter system specialist in the 309th Software Maintenance Group, David DeAngelis designs and creates software for the Block 30 and Block 50 versions of the F-16. As a major in the Air Force Reserve, he puts that software to the test — while in the air.

The F-16 has undergone significant changes since first taking to the skies more than 30 years ago, including high-tech software upgrades that make it as combat-ready as newer aircraft.

“As a Reservist, I’m able to fly the F-16 twice a week and see firsthand how the software performs in the field,” DeAngelis said. “I get to be involved in the process from the computer screen to the cockpit.”

DeAngelis has flown with the wing’s 466th Fighter Squadron for five years, previously serving on active duty for nine years. In addition, he has deployed four times since 2001, flying combat missions over Iraq and Afghanistan.

His experience in the cockpit makes him a subject matter expert for engineers within the 309th SMXG, helping improve the software and ensure it meets the needs of the warfighter.

“When I went to Iraq a few years ago, it was difficult to cue the aircraft sensors to various locations on the ground,” he said. “When I came back to my civilian job, I talked to the helmet engineers and came up with a solution to more easily identify enemy forces and bomb targets.”

DeAngelis said the helmet software is now in the final stages of development and getting positive reviews from test pilots, whom he meets with regularly for suggestions on future software capabilities.

“Major DeAngelis is another great example of how a Reservist’s expertise in the civilian sector significantly benefits the Air Force and Air Force Reserve,” said Col. Bryan Cook, 419th Operations Group commander, who oversees flying operations for the wing. *(Bryan Magaña, 419th FW public affairs)*

OTS Shortens Course Length, Increases Efficiency

As of January, the Air Force shortened the Officer Training School’s Basic Officer Training course from 12 weeks to nine weeks. The reduction was the result of finding efficiencies in the course’s scheduling processes and curriculum, said the OTS commandant.

“Our staff was able to adapt its operations and



The proposed 343,000-square-foot Air Force Reserve Command headquarters facility will allow all employees to work in one building. Currently, they occupy 377,000 square feet of office space in nine facilities located throughout Robins Air Force Base, Ga. Another 37 people work in a leased facility off base. The new building will be about 30 percent more energy efficient than the existing buildings

Engineering firm unveils model of new AFRC headquarters facility

By Chandra Brown

Employees at Air Force Reserve Command headquarters got a first look at their new home Nov. 13 in a ceremony unveiling a model of AFRC’s new facilities.

Jacobs Engineering Group Inc., based in Fort Worth, Texas, led the development of the design project. GRG Group Inc., a subcontractor for Jacobs Engineering, constructed the model.

The proposed energy-efficient 343,000-square-foot facility is a multi-phased project expected to cost from \$80 million to \$100 million. The project will help Air Force Materiel Command, the host at Robins Air Force Base, Ga., avoid spending more than \$26 million in construction funds by re-using current AFRC facilities on the base.

“Moving into one building will allow the headquarters to operate with improved efficiency and effectiveness — important for the 71,000 Reservists we support who are serving around the world,” said Lt. Gen. James F. Jackson, AFRC commander.

AFRC Airmen and civilian employees occupy 377,000 square feet of office space in nine facilities located throughout Robins AFB. Another 37 people work in a leased facility off base.

If the building is approved for fiscal year 2014, program managers are projecting completion of the first phase in 2016.

“The goal for the project is to create a headquarters complex that will incorporate innovative, sustainable principles, express Air Force Reserve heritage and be a model for the Department of Defense for energy efficiency,” Jackson said. “We want to be good stewards of Robins AFB as well as taxpayer money.”

The new building will be about 30 percent more energy efficient than the existing buildings by including better insulation, and more energy-efficient lighting and air conditioning systems. Also, it will incorporate natural light to supplement artificial lighting in work areas.

“We are looking at the building meeting Air Force requirements and receiving the Leadership in Energy and Environment Design silver certification,” said Tim Greene, AFRC program manager.

LEED is a national program that promotes third-party verification of environmentally friendly buildings. ★

(Brown is assigned to the Headquarters AFRC public affairs office at Robins AFB.)

curriculum in several innovative ways to save money and Airmen’s time while still producing fully qualified and capable second lieutenants,” said Col. Thomas Coglitore. “We’ve also beefed up our total force academics in order for our trainees to better understand the cultures between the active, Reserve and Air National Guard components.”

The commandant said shortening the course falls in line with Air Education and Training Command’s cost-conscious culture initiative, which challenges AETC units to seek more efficient ways of using available resources.

“By developing and delivering qualified second lieutenants in a new way, we preserve our resources,” he said.

Coglitore said estimated savings of about \$1.9 million may be gained from the change.

“There is a potential for much larger savings as the result of the decreased course length and an increase in the number of classes offered annually by allowing for a more efficient training pipeline flow,” he said.

In fiscal year 2012, OTS officials graduated 642 second lieutenants from the basic officer training course and are expected to graduate 1,055 new officers in fiscal 2013. BOT graduates both active-duty and Reserve line officers. OTS’s officer production numbers fluctuate in response to variations between projected and actual Air Force Academy and Air Force ROTC accessions and Air Force end-strength requirements.

“If we get hit with a national emergency and need to commission more officers quickly, OTS gives our nation the surge capacity to do it, and this new construct increases our maximum capability,” Coglitore said. *(Airman 1st Class William Blankenship, Air University public affairs, Maxwell Air Force Base, Ala.)*

440th AW Offers Airmen Career and Diversity Day

If there’s one thing that caught Rodrick Smith’s eye, it was the large aircraft infrared countermeasures system.

For several minutes, Smith, who reported for basic military training in early January to begin his career as a crew chief with the 440th Airlift Wing, Pope Field, N.C., listened to Senior Airman Courtney Wheeler explain how the system deflects infrared man-portable missiles from striking aircraft like the C-130 Hercules.

“A lot of people are interested in what we do and how we maintain this defensive system on the C-130,” Wheeler said. “Our main goal with this system is to keep the missiles away from the aircraft.”

The LAIRCM system was just one of many exhibits on display at the 440th AW’s inaugural Career and Diversity Day Nov. 4. The goal of the event was to raise awareness about all the career opportunities offered on base and broaden Airmen’s view of the wing’s overall mission. Gen. Norman Ham, 440th commander, challenged wing leadership to create an event by the end of the year to address Airmen development through recruitment and retention. The wing’s Human Resources and Development Council took up the challenge.

“This was HRDC’s first event, and we wanted to highlight all the opportunities available to Airmen here on base to become good leaders in this wing,” said Col. Kimberly Robinson, the wing’s inspector general and HRDC vice chairman. “We’re very lucky to have such a diverse wing with Airmen possessing a high degree of knowledge and experiences. And the ability to expand their view of the wing is truly a win-win for everyone



involved.”

Airmen attending the event visited more than 40 booths and exhibits from wing squadrons, units and specific shops. Additionally, local military and civic organizations had booths on display, and the HRDC provided a variety of ethnic foods from local restaurants for Airmen to sample.

Staff Sgt. Erin Duke, 440th Maintenance Operations Squadron, had visited four booths before speaking with Staff Sgt. Peter Miller of the 440th AW public affairs office to learn about his job.

“I think Career and Diversity Day is helpful to people like me who are curious about seeing if there is another career I might be interested in,” she said. “It’s good to have face-to-face meetings in learning about other jobs. ... and free food is nice, too.”

Leaders in the HRDC called the four-hour event a success and said they would consider having another Career and Diversity Day in the future.

“This is all about taking care of our people,” said Col. Sharon Johnson, 440th Maintenance Group commander and HRDC member. “We’re all in this together, and the more we can showcase the talents of our people and the opportunities available to them, the better we all become.” *(Master Sgt. Steve Staedler, 440th Airlift Wing public affairs)*

Colorado C-130 Wing Demonstrates Maintenance Excellence

For the 12th time since June 2011, the 302nd Maintenance Group at Peterson Air Force Base, Colo., achieved a “black-letter” aircraft inspection in September. A black-letter initial on an aircraft’s inspection form indicates zero discrepancies for that aircraft.

According to Master Sgt. James Scharfenberg, 302nd Aircraft Maintenance Squadron flight chief, earning a perfect black-letter status and maintaining a high readiness level is quite an achievement, given the age of the wing’s C-130s — 16 to 18 years old — and the organization’s high operations tempo.

“There is always something: a scratched window, a loose bolt or you are waiting for a part,” Scharfenberg said.

In an aircraft inspection, a red-letter “x” in the status box denotes that there are discrepancies significant enough to ground an aircraft. A red slash denotes discrepancies that are not significant enough to ground the aircraft.

If there are zero discrepancies of any kind, the form is reviewed and annotated in black with the initial of an officer or senior noncommissioned officer designated by the group commander to release the aircraft for flight. This is called an exceptional release on a "black-letter" initial.

Aircraft discrepancies can range from something as minor as a malfunctioning light bulb to a more serious issue that can ground a plane.

Scharfenberg said this latest black-letter status was achieved because of the pride the 302nd maintenance Airmen take in their assigned aircraft.

"A lot of them treat the aircraft like it's their car," he said. "They like to hear, 'This looks good or flew good,' from the aircrews."

The latest aircraft to earn a black-letter initial was tail number 94-7320, with Tech. Sgt. Tony Shaw serving as the crew chief. The crew chief is the last person on the ground to check an aircraft before it flies.

"We are always striving for this," Shaw said. "It is a constant battle. Congrats to everyone who worked on it."

The eight-person team assigned to aircraft 94-7320 is made up of two traditional Reservists, three air reserve technicians and three active-duty Airmen.

Other aircraft earning the black-letter inspection status since 2011 are 96-7322, 94-7310, 94-7315, 94-7317 and 94-7319, whose crews have achieved the status twice, and aircraft 94-7318. (Maj. Corinna Moylan, 302nd Airlift Wing public affairs, Peterson AFB)

Federal Marijuana Law Trumps New State Laws

(Editor's note: Although information in the following article was written specifically for military members and civilians at Joint Base Lewis-McChord, Wash., it also applies to people living and working on military installations in Colorado, where voters passed a referendum in November to legalize the recreational use of marijuana.)

It's illegal to use, possess, grow, manufacture or distribute marijuana on Joint Base Lewis-McChord, and a new Washington state law that went into effect Dec. 6 doesn't change that reality.

That's because federal law takes precedence over state law. So while passage of the Nov. 6 Washington State Ballot Initiative 502 makes it legal under certain circumstances for state residents over the age of 21 to possess up to an ounce of marijuana, it's still illegal to use, possess, grow, manufacture or distribute the drug on any military installation.

Service members must understand the U.S. armed forces have a zero-tolerance policy on illegal drugs and that using or possessing marijuana on or off base is illegal.

Article 112a of the Uniform Code of Military Justice remains unchanged for all service members, including Reservists. It specifically prohibits service members from using, possessing, manufacturing or distributing marijuana under any circumstances, in any location, at any time, regardless of state or local



THE SECRETARY OF THE AIR FORCE
CHIEF OF STAFF, UNITED STATES AIR FORCE
WASHINGTON DC



NOV 15 2012

Fellow Airmen:

There is only one way to say this...there is no place for sexual assault in our Air Force. When it comes to combating this challenge, every Airman is either part of the solution or part of the problem. We must be united in our commitment to intervene when we see the potential for harm, to act affirmatively when we observe tolerance of sexist behavior and attitudes, and to provide victim care. The only way to stop sexual assault is for Airmen to take action.

Our Total Air Force succeeds because of the professionalism and discipline of our Airmen. When a fellow Airman is sexually harassed or assaulted, it is devastating to the individual and the unit. It harms our friends and diminishes the bond among Airmen. It demoralizes families and communities and severely degrades our mission.

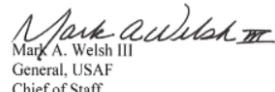
Sexual assault is a crime. Failure to act when any of us has the opportunity to prevent a potential assault or stop a cycle of unprofessional behavior is incompatible with our core values. Last year, over 600 Airmen reported being sexually assaulted. This year, we anticipate over 700 cases; but the actual number may be much higher because many victims do not report sexual assaults. A 2010 Gallup poll of our Airmen found that 19 percent of female Airmen and two percent of male Airmen were victims of sexual assault since joining the Air Force. More alarming is that most of these crimes were committed by fellow Airmen - Blue on Blue. This is unacceptable.

We must drive sexual assault from our ranks. You are a big part of the solution. Become personally involved. Recommit yourself to our core values. Be an advocate for professionalism and discipline. Let your fellow Airmen know you will not tolerate or support others who believe sexual assault is somehow acceptable - because it is not. Most importantly, if you are aware of sexual assault in your unit, report it.

Sexual assault has no place in our Air Force, yet it continues to degrade our mission and harm our Airmen. We need your help to firmly reestablish our culture of respect. We cherish our core values of *Integrity, Service, and Excellence*. To ensure that all Airmen experience and benefit from those values, we must work together to eliminate sexual assault from our ranks. You must be part of the solution!



Michael B. Donley
Secretary of the Air Force



Mark A. Welsh III
General, USAF
Chief of Staff



James A. Roy
Chief Master Sergeant of the Air Force

laws. Article 112a further prohibits the introduction of marijuana (along with other controlled substances) into an installation, vessel, vehicle or aircraft used by or under the control of the U.S. armed forces, regardless of state and local laws.

Since the initiative's passage, the JBLM provost marshal's office has received many calls from service members and family members asking about the new Washington state law and its impact on them.

According to Lt. Col. Ted Solonar, JBLM provost marshal, the most common questions are, "Now that marijuana is legal in Washington, how does that apply to dependents or service members off base? Can we smoke marijuana in on-base quarters? And if a dependent or guest uses marijuana off base and then comes on base, is that OK?"

To answer the first question, Solonar said, "The Department of Defense has not changed its policy regarding marijuana use. For DOD personnel, its use is illegal wherever you are. You are still subject to the UCMJ, and all penalties still apply."

Commanders may take disciplinary action against service members for violating Article 112a, regardless of the legality of the behavior in the location in which the behavior occurs.

Solonar said it's still illegal to use marijuana anywhere on federal property, and that includes military housing and barracks.

He said service members, family members, employees, contractors and visitors should not try to use the new Washington law as an excuse for bringing or using marijuana on JBLM.

Under federal law, it remains illegal for anyone to use, possess, grow or distribute marijuana on base, regardless of Washington state law. Dependents, employees, contractors and visitors are subject to prosecution for marijuana-related offenses that occur on JBLM, including in on-base quarters.

Regarding the question of military dependents and guests using marijuana off base and then coming on the installation, it's illegal to drive under the influence of marijuana.

"If dependents or guests choose to use it, it's in their system, and they drive on federal property, they

can be charged with driving under the influence in U.S. Federal Court," Solonar said.

If, however, a military dependent or visitor uses marijuana off base and then comes on base with it in their system, that's allowable as long as they are not driving, he said. (Joseph Piek, Joint Base Lewis-McChord public affairs)

Reservists Battle for Schriever Track Record

When Seth Cannello, the sports and fitness director at Schriever Air Force Base, Colo., and Steve Steinke, fitness cell monitor, first hung the Schriever fitness record board early in 2010, they expected the 1.5-mile-run record to be hotly contested. After all, nearly every active-duty and Air Force Reserve Airman is required to run the distance officially as part of their annual fitness assessment(s).

But, that's not how the action played out for the better part of two years.

Maj. Marcus Corbett of the Reserve's 310th Security Forces Squadron was the initial recordholder when the board went up, running six laps around the base track in 8 minutes, 4 seconds. Maj. Mark Scherbarth, a Reservist with the 14th Test Squadron, stared at that record for nearly 18 months before eclipsing it with a time of 8 minutes flat July 10.

It took Corbett less than three months to reclaim the record, covering the distance Oct. 4 in a time of 7:51, cutting nine seconds off Scherbarth's effort.

"I think it took awhile for word to reach me," Corbett said. "I walked into work one day, late in July, when a couple of guys in my squadron handed me a copy of the base newspaper story about Scherbarth's effort. They thought it was funny and showed it to me with great ceremony. Of course, they knew it would get my blood up."

Corbett hung the cut-out story above his workstation as a constant reminder and motivator for his upcoming fitness assessment. In preparation for his assault on the record, he embarked on a new training regimen.

"I had just completed my first Ironman triathlon in June, so I had been training for long distances," he said. "For the 1.5-mile run, I needed to ramp up my speed work. My first few runs were awful. It took some time to get my speed back."

Corbett, a U.S. Air Force Academy Preparatory School soccer coach, explained that for the 1.5-mile run, he trained to improve performance of his fast-twitch muscles.

"I hadn't even been on the track in six months," he said. "But, by the end of this 1.5-mile run training I was doing two track workouts a week, running at a sustained hard pace, targeting high-end speed with shorter runs and then alternating with race-pace runs."

His goal was to finish in 7:48. Corbett said he would have reached the goal if not for a 3-second lapse on his fourth lap.

Cannello predicted Scherbarth's record wouldn't last very long because he knew Corbett was due for a fitness assessment soon after.

"That's the reason we initiated the record board, to inspire people to go faster," he said. "Not only have these two pushed themselves to new heights, they've inspired others to raise their performances. People hang out and watch that electronic board every day. It creates a buzz around these records and accomplishments." (Scott Prater, Schriever AFB public affairs)

Air Force Releases new Vision Document

The Air Force released in January a new document that outlines the force's vision and way forward.

"Focused on 'Airmen, Mission and Innovation,' I believe this short document captures what today's Air Force is all about and where I think we ought to focus on for tomorrow," said Air Force Chief of Staff Gen. Mark A. Welsh III in an email to all Airmen.

"We are the greatest air force in the world because of our Airmen — active, Reserve, Guard and civilian — to remain the greatest, we must make our team even stronger," the document states.

The vision discusses the Air Force's enduring contributions to air and space superiority; intelligence, surveillance and reconnaissance; rapid global mobility; global strike; and command and control and the need to strengthen them.

"We already combine our air, space and cyber forces to maximize these enduring contributions, but the way we execute these five calling cards must continually evolve as we strive to increase our asymmetric advantage," the vision says. "Our Airmen's ability to rethink the battle while incorporating new technologies will improve the varied ways our Air Force accomplishes its missions."

The vision concludes with a call to action for all Airmen to tell their story, being proud of who they are, what they do and how well they accomplish the mission.

The document is available online at <http://www.af.mil/shared/media/document/AFD-130110-114.pdf>. (Master Sgt. Jess Harvey, Air Force Public Affairs Agency) ★

It's Your Money

By Ralph Lunt
Moving Forward

Boy, there was a lot of noise and reasons not to invest in 2012. Consider the major financial issues in Europe, our presidential election, the fiscal cliff, budget issues, calls for entitlement reform, etc.

Any one of these "concerns" could have been reason enough to stay out of the market, not taking any risk and waiting for the right time.

As was the case with 2012, I have no idea what 2013 will bring. But I do know I have years left to retirement and a continued belief in the drive of publically traded companies to produce goods and services for a profit. I will look at my investments' five and 10-year track records and compare them to guaranteed rates such as the 1.47 percent the Thrift Savings Plan G fund returned in 2012.

For me, moving forward in 2013 means I'll review my asset allocation so that it fits my risk tolerance. And I suggest that you do the same. I cannot stress enough that we all have our own risk level and that if you are not comfortable with stock and bond markets, that's perfectly acceptable. Annual and 10-year compounded returns are available online at TSP.gov.

I will also take advantage of and evaluate new opportunities in the TSP Roth individual retirement accounts, which may be even greater as a result of the recently passed American Taxpayer Relief Act of 2012. While, there are details to be worked out, the gist of the change allows for transfers from traditional 401(k) accounts to designated Roth accounts in your plan. These transfers will be taxable and, therefore, will require significant analysis as to whether they will benefit individual investors. Here again, I will refer you to the TSP website: Take a look at the note under what's new/plan news and announcements for more information.

Under good news for 2013, while the act does contain numerous other provisions, except for the end of the Social Security tax holiday, most apply to a small percentage of taxpayers. Best to you in 2013. Fly safe! ★

(Editor's note: This feature is designed to provide financial advice and information of a general nature. Individuals should conduct their own research and consult a financial adviser before making any financial decisions. Based in Cleveland, Ohio, Mr. Lunt is a certified financial planner and vice president of a financial planning and consulting firm. He is also a colonel in the Air Force Reserve, serving as the reserve forces director of the Great Lakes Region of the Civil Air Patrol adviser's program.)





Under the new TAP guidelines, Reservists on orders for 180 consecutive days or more are now required to receive pre-separation counseling and a VA benefits briefing.

Transition Assistance

Changes to TAP include measures designed to help Reservists

The Department of Defense Transition Assistance Program is undergoing some significant changes to help military members make the move to the civilian work force, start a business or pursue higher education.

"The Veterans Opportunity to Work Act and Hiring Heroes Act directed the Department of Veterans Affairs, the Department of Labor and the Department of Defense to expand current programs to reduce unemployment among veterans," said Eddy Saunders, one of Air Force Reserve Command's TAP managers.

"The newly revised TAP will offer veterans the skills needed to explore education and employment opportunities, and translate military skills and training (to the civilian workplace), as well as provide individualized assistance to successfully register for the right VA benefits and services," said Krystal Shiver, AFRC's other TAP manager.

The updated Transition Assistance Program, which went into effect Nov. 21, is comprised of mandatory pre-separation counseling, an individualized transition plan, VA benefits briefing and the Department of Labor employment workshop for all active-duty military members retiring or separating from the Air Force.

"Members of the air reserve component on orders for 180 consecutive days or more are also now required to receive pre-separation counseling (to include an individualized transition plan) and a VA benefits briefing," Saunders said.

Reserve members are encouraged to participate in all TAP services. However, the Office of the Secretary of Defense has allowed for an exemption that gives Reservists the ability to opt out of the Department of Labor employment workshop if they already have a job or an education plan.

Reservists who need to fulfill their TAP requirements should contact the Airman and Family Readiness Center at their location.

"Members co-located on an active-duty base will accomplish their TAP requirements by working with the active-duty Airman and Family Readiness Center," Shiver said.

The Airman and Family Readiness Center at stand-alone Reserve bases will provide pre-separation counseling, determine exemptions and help Reservists schedule their Department of Labor employment workshop attendance at a location closest to their home.

"TAP services will also be provided at the AFRC TAP hub at Robins Air Force Base, Ga., if no other installation in the member's local area is available," Saunders said.

Saunders and Shiver are currently implementing the new transition assistance program across AFRC and are standing up the new AFRC TAP hub at Robins in partnership with the active-duty Airman and Family Readiness Center.

More information is available by contacting Saunders via email at charles.saunders.9@us.af.mil or calling DSN 497-2088, commercial 478-327-2088; or Shiver at krystal.shiver@us.af.mil or DSN 497-1294, commercial 478-327-1294. ★

CHASING THE DREAM

Plumber on track to reach his goal of becoming a C-17 pilot

By Tech. Sgt. Elizabeth Moody

With a lot of hard work and a little patience, the dream of becoming a pilot with the Air Force Reserve is beginning to become a reality for a plumber assigned to the 446th Civil Engineer Squadron at McChord Field, Wash.

Tech. Sgt. Lazare Quintana, 446th CES utilities system assistant, was sponsored by the 313th Airlift Squadron for a position as a C-17 Globemaster III pilot. With his transfer approved by Air Force Reserve Command Dec. 7, Quintana is turning in his pipe wrench and planning to head off to Officer Training School in March, bringing him one step closer to his dream of flying the friendly skies.

"I knew I wanted to be a pilot in high school," Quintana said. "But I knew my family couldn't afford to send me to school. I enlisted in the Air Force so I could become associated with the culture of the Air Force and grow from there."

Taking advantage of tuition assistance, Quintana said he began taking college courses right after basic training.

"I earned a bachelor of science degree in professional aeronautics from Embry-Riddle Aeronautical University in



2ND LT. LORI FIORELLO

April 2012," he said. "I got the entire degree with tuition assistance, and a lot of Reservists forget they have that benefit."

Quintana said he's always loved what he does, whether fixing pipes or learning to fly.

"I've always wanted to push myself to do the best I could do," said the Albuquerque, N.M., native.

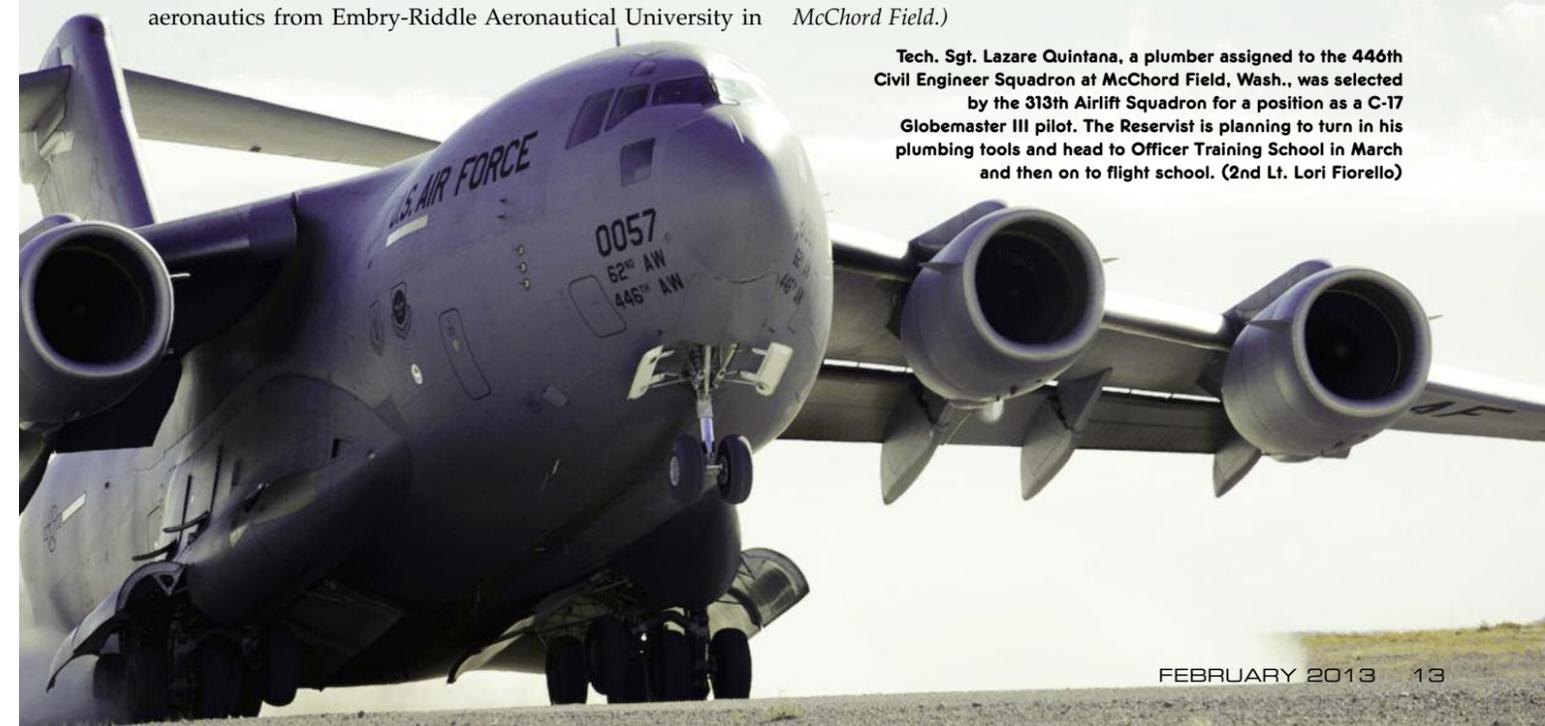
Quintana said many people throughout the 446th Airlift Wing at McChord have helped him achieve his goal. However, he cherishes his wife's support the most.

"I wouldn't be here without my wife's support; she is everything," said Quintana, who resides in Spokane, Wash.

"Quintana's the one to support because he's done so much for this squadron," said Chief Master Sgt. William Markgraf, 446th CES chief enlisted manager. "Anything he gets involved with, Quintana does an absolutely stellar job. We hate to see him go, but this is the opportunity of a lifetime. This is his dream." ★

(Moody is assigned to the 446th AW public affairs office at McChord Field.)

Tech. Sgt. Lazare Quintana, a plumber assigned to the 446th Civil Engineer Squadron at McChord Field, Wash., was selected by the 313th Airlift Squadron for a position as a C-17 Globemaster III pilot. The Reservist is planning to turn in his plumbing tools and head to Officer Training School in March and then on to flight school. (2nd Lt. Lori Fiorello)





A wounded warrior records the U.S. Air Force Central Command Band "Total Force" performance at the NATO Role III multinational medical unit Dec. 21 at Kandahar Airfield, Afghanistan.

LIFTING SPIRITS

'Total Force' band spreads cheer to troops in Afghanistan

Story by Staff Sgt. Eric Burks, photos by Staff Sgt. Jonathan Snyder

(Editor's note: The U.S. Air Forces Central Command Band is a joint unit comprised of deployed Airmen from the Band of the U.S. Air Force Reserve and U.S. Army bands.)

As the group of musicians took to the stage in front of a large audience at Kandahar Airfield's popular boardwalk area in Afghanistan on a cold December night, there was something distinctly different about the band.

With all members dressed in the same combat fatigues, it wasn't something that could be easily spotted by a casual observer. But there was a clue if one listened carefully to the music. ... has a cover of Lady Gaga's "Poker Face" ever featured a trombone?

Audiences in Afghanistan now have heard one, courtesy of three Army bandsmen currently performing with the U.S. Air Forces Central Command band "Total Force." The Soldiers' wind instruments — trombone, saxophone and trumpet — were a welcome complement to the Air Force musicians' guitars, drums, bass, keyboards and vocals.

The joint endeavor is a first of its kind in the deployed environ-

ment, according to U.S. Air Force 1st Lt. Rafael Toro-Quinones, AFCENT Band officer in charge, and Army Maj. Derrick Shaw, U.S. Army Central Bands liaison officer.

The officers, who worked together prior to their deployment, envisioned a holiday tour as the right time and place for a joint musical effort.

"With Air Force and Army band assets in theater, we started conversing about what they were doing," Toro-Quinones said. "We wanted to plan a special event, and the holiday season seemed like a perfect opportunity."

The goal was to integrate components of deployed Army division bands into the AFCENT band for a special holiday tour of bases in Afghanistan, performing for deployed U.S. service members and their coalition partners.

The Airman and Soldier band partnership reflects the reality of today's joint operational environment.

"It mirrors what we're already doing as warfighters in the area of responsibility," Shaw said. "It's a musical extension of the 'guy

on the ground needs the guy in the air.' It sends a good message, especially when you have all branches working together away from their families during the holidays."

Toro-Quinones agreed.

"It makes sense, and it's the right time of year to do it," he said. "'Total Force' has no horn capability, and the Army has provided that — even from a strictly musical standpoint, adding horns really enhances holiday music."

Army Staff Sgt. Brad Leja, U.S. Army Europe Band and Chorus trombone player, said he was thrilled at the prospect of playing his instrument in a different capacity.

"I got so excited when I found out I would be playing with a rock band," he said. "It was also my first opportunity to play in a deployed environment facing adverse conditions."

After the arrangements were made for the Army musicians to perform with the Air Force band, there were still a number of challenges, even after the Soldiers linked up with the Airmen to begin the holiday tour.

Air Force Staff Sgt. Josh Byrd, "Total Force" music director, said there were a few challenges to pulling off the joint shows.

"As a music director, part of my job is to add in their parts and make our songs sound even better," said Byrd, a deployed member of the Band of the Air Force Reserve at Robins Air Force Base, Ga. "We use different computer systems, so I had to write their sheet music on one system, convert it to a different file format, then email it to them to access on their system."

Finally, he said, the musicians had very little time to practice before it was time to travel to Afghanistan and begin the tour.

"The time from our first meeting to our first integrated performance was a matter of days, whereas the rest of 'Total Force' has been playing together for months or even years."

But as the tour began, it became obvious these Soldiers and Airmen were a good match and an effective touring band.

"I think it's worked very well," Shaw said. "It's interesting watching how quickly they've gelled together as a team."

"It was very unique," Toro-Quinones said. "The personalities just clicked, and they worked very well together."

The band members said one reason for their success was their shared goal: giving their best effort to boost the morale of deployed service members at each and every performance.

"Deployers really deserve our best," Leja said. "I feel like we've done some good out here, and it's been even more rewarding than I was expecting."

"We all take entertaining the troops very seriously," Byrd said. "It's more than just earning a paycheck to us. We're all aiming for the same goal, so bringing it together is amazing to see."

Judging from the cheers and applause after each performance, the band certainly succeeded at raising a few holiday spirits, even if most audience members don't even realize they've witnessed a true "Total Force" effort.

"The show was outstanding and a great break from the routine," said Chief Master Sgt. Michael Bobbitt, 451st Air Expeditionary Wing command post, after the boardwalk performance at Kandahar Airfield. "It was entertaining, and the band played very well together."

As the holiday tour wrapped up, these Army and Air Force bandsmen said they hope to be involved in more joint efforts in the future.

"This tour has been even better than I expected it to be," Bryd said. "We've improved with each performance and will really miss playing with them."

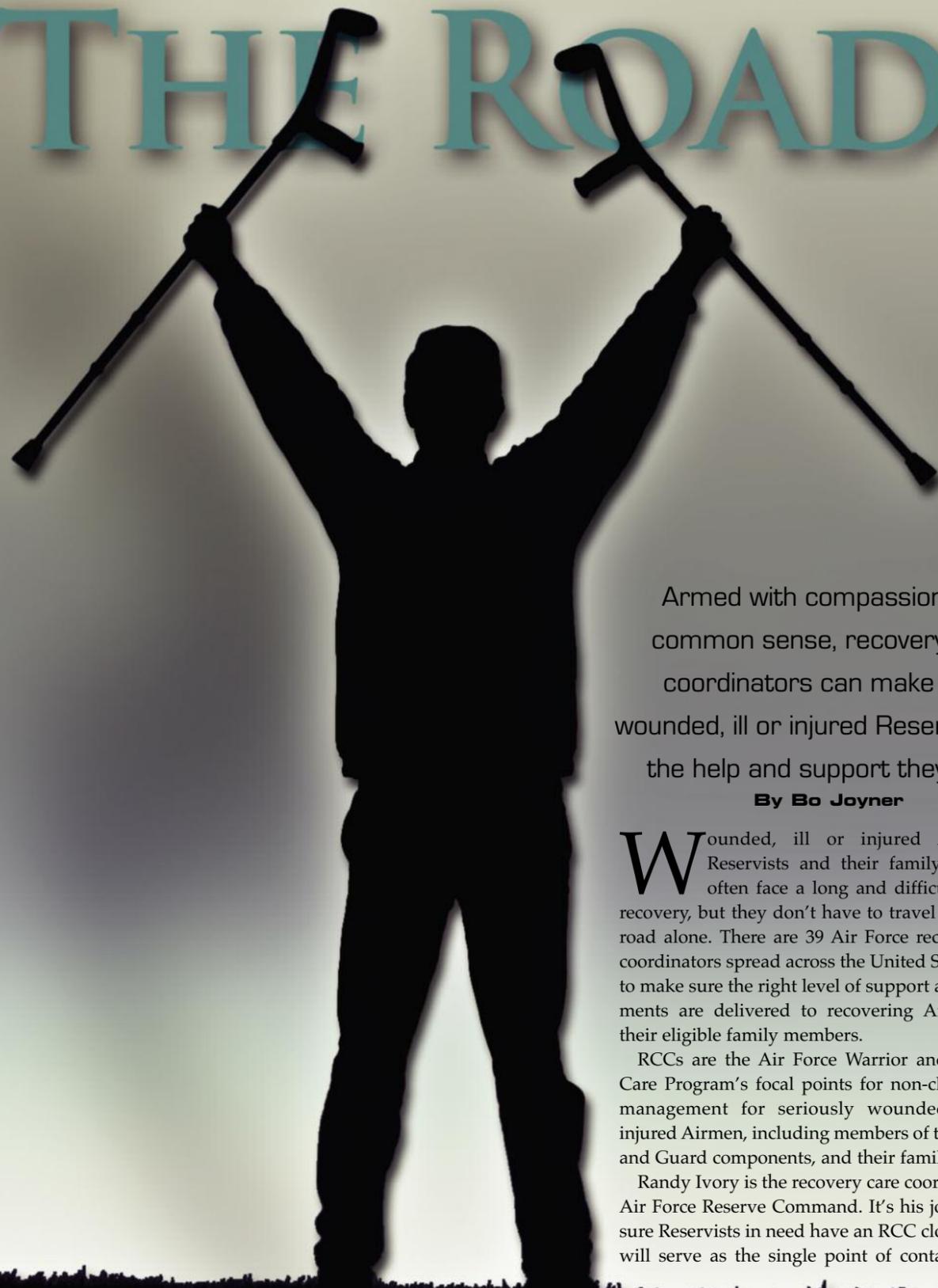
"It's been groundbreaking," Leja said. "I hope it leads to more opportunities where we can work together to make awesome things happen. I'd love to do it again." ★

(Burks is assigned to the U.S. Air Force Central Command Office of Public Affairs.)



"Total Force" performs for the 451st Expeditionary Logistic Readiness Squadron Dec. 19 at Kandahar.

THE ROAD TO RECOVERY



Armed with compassion and common sense, recovery care coordinators can make sure wounded, ill or injured Reservists get the help and support they need

By Bo Joyner

Wounded, ill or injured Air Force Reservists and their family members often face a long and difficult road to recovery, but they don't have to travel down that road alone. There are 39 Air Force recovery care coordinators spread across the United States eager to make sure the right level of support and entitlements are delivered to recovering Airmen and their eligible family members.

RCCs are the Air Force Warrior and Survivor Care Program's focal points for non-clinical case management for seriously wounded, ill and injured Airmen, including members of the Reserve and Guard components, and their families.

Randy Ivory is the recovery care coordinator for Air Force Reserve Command. It's his job to make sure Reservists in need have an RCC close by who will serve as the single point of contact as they

navigate the road to recovery.

"The RCC is there to streamline and improve the way care and support are delivered, minimize bureaucracy, and advocate for Airmen and their families," Ivory said.

The Recovery Coordination Program has been around since 2009, but Ivory is the first RCC assigned to AFRC.

"As we all know, there are differences between Reservists and active-duty Airmen, so there is a need to have an RCC assigned to make sure wounded, ill and injured Reservists have the same support offered to active-duty Airmen," Ivory said.

A wounded Reservist at Westover Air Reserve Base, Mass., for example, will get support from the RCC assigned to the Massachusetts geographical area, but Ivory will be available to help the local RCC deal with any Reserve-specific issues.

"Whether the recovering service member is planning on staying in the service or transitioning to civilian life, the RCC is there to provide assistance throughout the continuum of care from recovery to rehabilitation to reintegration," Ivory said.

The RCC does this by analyzing the needs of the Airman and family and, based upon those needs, developing and implementing a comprehensive recovery plan, which identifies personal and professional goals and the services and resources needed to achieve them.

The goals and needs contained within the CRP are determined by the Airman with input from family members, the RCC and recovery team members. The recovery team can include physicians, nurses, social workers, case managers, commanders, first sergeants and Wounded Warrior Program personnel.

A key part of the CRP is identifying, applying for and receiving the right benefits and compensation. RCCs, in conjunction with the recovery team, will ensure Airmen are connected with military, federal, state, local, non-profit and private sector programs that offer support and benefits. RCCs then follow up to make sure the Airmen's needs are being met.

"RCCs work closely with family liaison officers, Veterans Administration counselors, medical case managers, Airmen and Family Readiness Center counselors, wing and squadron leadership, and a host of support agencies to ensure the right support and entitlements are delivered to recovering Airmen and their eligible family members," Ivory said.

"RCCs are kind of like Google," he added. "They may not have all of the answers, but it's their job to figure out where to go to get the answer."

The Air Force Warrior and Survivor Care Office, which manages the Recovery Coordination Program, likens an RCC to an Airman and family's own command center — "someone who helps make sure their needs are being met by the right person in the right place at the right time" throughout the three phases of care: recovery, rehabilitation and reintegration.

When the wound, illness or injury first occurs, the Air Force Survivor Assistance Program may assign a family liaison officer to provide an immediate response, and an RCC is assigned as the focal point for non-clinical care. The major areas of need and concern during the recovery phase can include emergency travel orders, family support, lodging and meals, finance, chaplain services, legal concerns, transportation, etc.

The rehabilitation phase can occur at military treatment facilities, VA hospitals, or other hospitals or rehab centers. During this phase, RCCs will work with Airmen, their families and the recovery team to develop the comprehensive recovery plan and put it into action. Major areas of need and concern can include rehab programs, housing, family services, mental health support, transition services, assistive devices, and Medical and Physical Evaluation Boards.

The reintegration phase prepares Airmen for return to duty, separation or retirement. Support during this phase can include assistance with transition to civilian life, VA benefits, transition assistance programs, relocation, employment/career options and financial counseling. RCCs provide ongoing review and support to identify needed services and resources and offer life-long care and recovery support.

Ivory said that when he was hired into his new position in November, he was told he would need large doses of compassion and common sense to be a successful RCC. In addition to those attributes, he brings a wealth of experience to the job. An active-duty medical technician with 26 years of service and an abundance of time spent helping wounded warriors, Ivory spent his last 2 1/2 years of active duty at AFRC headquarters, where he learned the ins and outs of the Reserve program.

"These people are Airmen for life, and I have a heart for seeing that they get the help they deserve," he said.

Airmen who may benefit from the support of an RCC may self-refer or be referred at any point by command staff, medical or non-medical support staff, Wounded Warrior Program personnel, or a family member.

For information, email Ivory at RIvory@afsc.com or give him a call at 478-294-9688. ★



Inaugural Support

Reservist plays vital role in presidential inauguration planning, execution

By Bo Joyner

As the deputy for inaugural support, Joint Task Force-National Capital Region, Brig. Gen. James P. Scanlan was responsible to the JTF commander for all military ceremonial support to the 57th presidential inauguration. (Staff Sgt. Kris Levasseur)

Just before noon on April 30, 1789, George Washington made his way through the crowded streets of New York City to Federal Hall where he placed his right hand on a Bible and repeated the following words inscribed in the U.S. Constitution: "I do solemnly swear that I will faithfully execute the office of the president of the United States and will, to the best of my ability, preserve, protect and defend the Constitution of the United States."

Two hundred twenty four years later, on Jan. 21, 2013, Barack Obama repeated the same words during the 57th presidential inauguration on the steps of the U.S. Capitol in Washington, D.C. At the first inauguration, a small group of Soldiers, local militia units and Revolutionary War veterans escorted the president on his faithful walk to Federal Hall. Last month, more than 5,000 men and women from all branches of the armed services participated in a variety of inaugural events.

"Since 1789, the U.S. armed forces have played a vital role in presidential inaugurations, and it's an honor to continue this important tradition of honoring our commander in chief," said Brig. Gen. James P. Scanlan, an Air Force Reservist who was instrumental in coordinating the military's involvement in this year's inaugural events.

In October, Scanlan began a six-month active-duty tour as

the deputy for inaugural support, Joint Task Force-National Capital Region. In this role, he was responsible to the JTF commander for all military ceremonial support to the 57th presidential inauguration.

More than 300 service members from all branches of the armed forces, including Reserve and National Guard components, were assigned to JTF-NCR to coordinate Department of Defense support of the inauguration in and around the District of Columbia.

Scanlan, who was serving as the mobilization assistant to the director of plans, programs, requirements and assessments at Headquarters Air Education and Training Command, Randolph Air Force Base, Texas, when he was selected to serve as the deputy for inaugural support, brought a wealth of joint experience to this once-in-a-lifetime opportunity.

Following an active-duty career as a Naval aviator, Scanlan joined the Air Force Reserve in 2000, serving as a KC-10 flight commander, deputy operations group commander and squadron commander. His joint assignments include two tours as chief of the Joint Operations Center, Headquarters U.S. Central Command, MacDill AFB, Fla., and senior IMA to the director of plans and policy, Headquarters U.S. Strategic Command, Offutt AFB, Neb.

"It's definitely been a highlight of my career to lead this outstanding group of dedicated members from all branches of the armed services in support of the inauguration," Scanlan said.

Other Air Force Reservists selected to serve on JTF-NCR's presidential inauguration team included Col. Cathy Haverstock, director of military operations and security, Joint Congressional Committee on Inaugural Ceremonies; Col. Bill Mason, commander of the 459th Air Refueling Wing at Joint Base Andrews, Md., which provided an 89-person march element for the parade; Col. Robert Moynihan, IMA to Air Force District of Washington as 320th Air Expeditionary Wing vice commander; and Lt. Col. Mary Harp, interagency liaison for inaugural support, JTF-NCR.

The JTF-NCR team coordinated with a number of military units to provide marching bands, color guards, salute gun batteries and honor cordons at a wide variety of inaugural events.

In coordinating the military ceremonial support for the inaugural period, Scanlan worked closely with members of the Presidential Inaugural Committee, the Joint Congressional Committee on Inauguration Ceremonies, the Secret Service, the FBI and a host of other agencies to ensure the inauguration went off without a hitch.

"Not only has this been a great joint assignment, it's been a tremendous interagency assignment," Scanlan said. "In addition to working with talented people from all branches of the armed services, I've had the chance to interact with a variety of other government agencies as well."

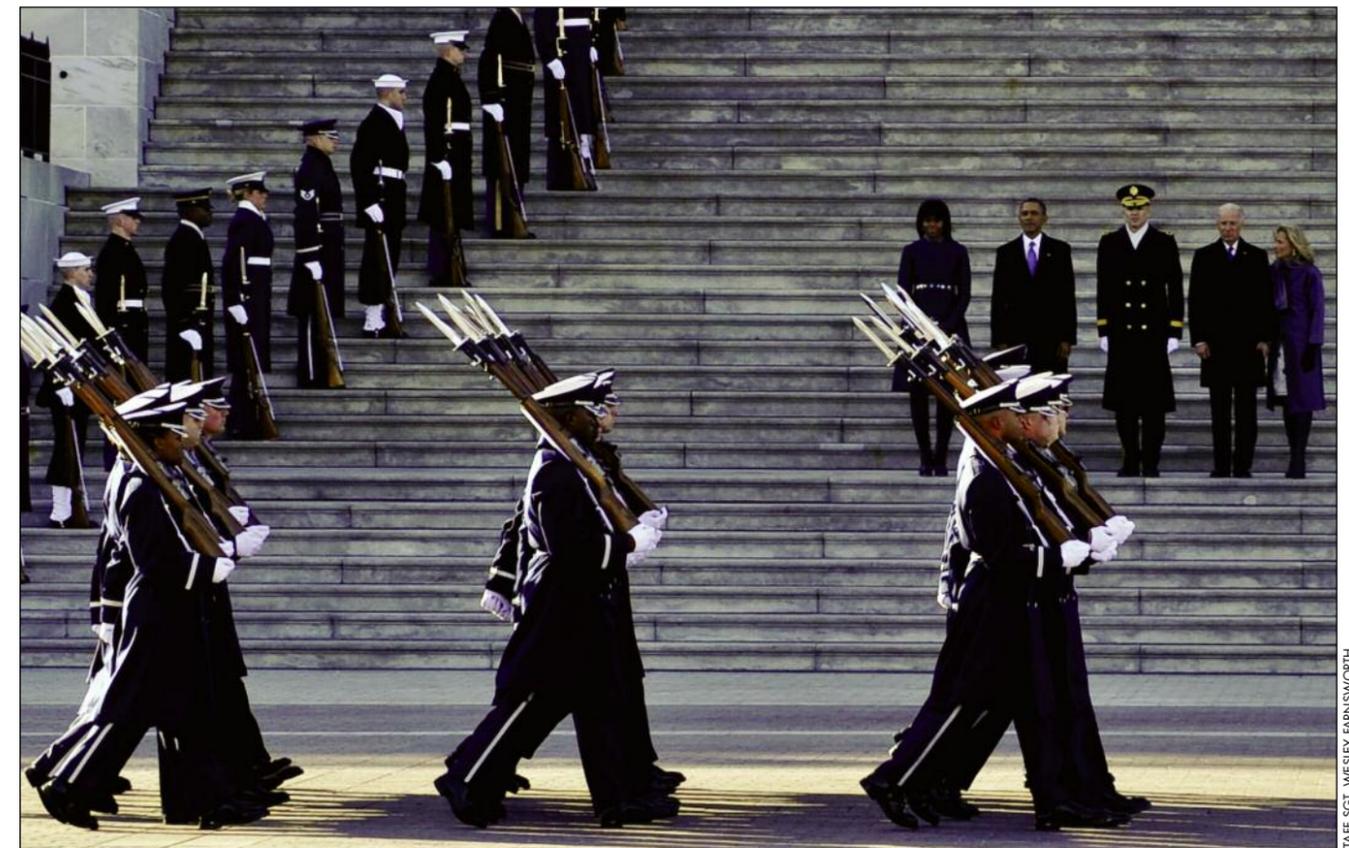
Scanlan said he learned a great deal during his tour with JTF-



Scanlan briefs during an inauguration large-scale map exercise at Fort Lesley J. McNair in Washington. Military involvement in the presidential inauguration dates back to April 30, 1789, when members of the U.S. Army, local militia units and Revolutionary War veterans escorted George Washington to his first inauguration ceremony.

NCR and is thankful to have had the opportunity to serve.

"Not many people get the opportunity to be a part of a presidential inauguration, and I'm thankful to have had the chance to be a part of a great day for our nation." ★



Members of the Air Force Honor Guard pass in review for President Barack Obama during the president's inaugural parade Jan. 21. More than 5,000 men and women from all branches of the armed services participated in a variety of inaugural events.

Help is on the Way

Changes coming to make travel voucher processing easier for Reservists

By Philip F. Rhodes

Air Force Reserve Command is adding resources and changing business practices to make travel voucher processing easier for Reservists.

Throughout this fiscal year, the command will increase the number of Defense Travel System travel technicians to assist Reservists with their travel vouchers, said Michael Burgess, AFRC chief of financial operations at Robins Air Force Base, Ga. Placing travel technicians at the unit level will help speed up the voucher process, Burgess said.

In addition, the Air Force Reserve Order Writing System will change some of its business rules used that allow travel orders to import into DTS for travel arrangements and subsequent voucher filing. Once these changes — known as DTS: Phase II — are implemented, nearly two-thirds of the AROWS-R orders generated each month will be imported into DTS.

“Right now, at our tenant locations, when a Reservist files a voucher it goes from the unit to the base financial services office and then to the Air Force Financial Services Center at Ellsworth AFB, S.D., for computation and payment,” Burgess said. “If there is an error, the travel voucher gets sent back to the base for the member to correct the error. The process can be repeated several times before a Reservist can settle a travel voucher.”

Using DTS will reduce the delay involved in correcting errors from weeks to days.

DTS Phase II is already in play at Headquarters AFRC; Barksdale AFB, La.; Joint Base Lewis-McChord, Wash.; and Wright-Patterson AFB, Ohio. Beginning this month, the command will lift the AROWS-R business rules for five additional locations. Phase II implementation is expected to be completed

at all units by mid-spring.

A potential roadblock to the plan is the filling of the 68 newly created travel technician positions at tenant units. As of early December, the Reserve had filled 31 positions, Burgess said.

He said travel voucher errors often occur because the Reserve travel process is more complex than the one for active-duty members.

“First, Reservists have to be brought on orders before they begin travel,” Burgess said. “They sometimes operate under multiple sets of orders — for example, back-to-back orders, overlapping orders, etc. — and it can become a minefield of complexity.”

Dedicated travel technicians, who understand Reserve travel peculiarities, will be able to spot issues and help Reserve travelers process their vouchers in DTS.

“There’s no doubt having dedicated travel technicians at the units will reduce the time it takes for Reservists to settle their vouchers,” Burgess said.

The Department of Defense has mandated that all travel be processed electronically through DTS by December.

“Our goal is to have all travel vouchers processed through DTS by the deadline,” Burgess said. “Realistically, there will still be some unique travel situations — PCS vouchers being one type — that don’t work under DTS. We want to make the travel voucher process as easy as we can for our Reservists.” ★

(Rhodes is assigned to the AFRC public affairs office at Robins AFB.)

Wanted: The Right Experience

For joint qualification, good experience is not necessarily the right experience

By Lt. Col. John W. Heck

Through civilian employers, most Air Force Reserve members understand how important it is to work within the cultures of other corporations or organizations. Elected officials are equally aware and require senior active-duty military leaders to possess a “joint qualified officer” designation. Joint qualification recognizes both an officer’s joint professional military education and successful experience in a strategic joint assignment, normally attained through a joint duty assignment.

Unfortunately, joint assignments are limited, and assignments for Reservists are often challenging to obtain. Recognizing the strategic intra-service nature of post-9/11 military service, in 2007 Congress allowed joint credit based on experience in a joint environment rather than requiring officers to serve in a joint billet.

To obtain joint credit for qualifying experience, an officer need only visit a website, fill out a one-page form, and submit it along with attached performance appraisals and awards that support the request. A joint qualification panel meets, reviews the applications and rules on the requests. What could be simpler?

Not so fast. Many officers have, to their surprise, been denied joint qualification despite working at great length with multiple services or nations in a demanding, intense combat environment. This seems nonsensical: After all, what could be more “joint” than, for example, working with NATO in a “Joint Task Force” or spending a year on the U.S. Central Command staff operations floor providing valuable intelligence or operational information to a multitude of military leaders across all branches of service?

The fault lies in a misunderstanding of the doctrinal term “joint” and the statutory definition of “joint matters” as it pertains to the Goldwater-Nichols Act of 1986. Within the process to develop future generals and admirals, Congress needed to ensure the Defense Department could work well with other services, agencies and nations — a skill the Air Force Reserve has successfully battle-tested time and time again. However, Congress also required the experience to be strategic in nature, not operational or tactical — a statutory term known as “joint matters.”

According to Title 10, U.S. Code section 668, joint matters are “matters related to the achievement of unified action. ... including matters relating to national military strategy, strategic planning and contingency planning, command and control of operations under unified command, national security planning with other departments and agencies of the United States, or combined operations with military forces of allied nations.”

This definition differs greatly from the doctrinal understanding of “joint” as being “activities, operations, organizations, etc., in which elements of two or more military departments participate.” In other words, many officers who seek joint credit have had once-in-a-career opportunities to fly, fight and win with nations across the globe. However, because they do so at the tip of the spear, they are ineligible for joint credit. They have great experience but not the right experience.

Admittedly, there is some gray area in the interpretation of “joint matters,” and officers must craft their joint experience summaries carefully if they want to succeed before the qualification board. Many

applications are rejected or returned not because the experience doesn’t qualify but because the applicant didn’t ensure the board understood the strategic nature of the experience as required by law.

Also noteworthy is the fact that because the board first reviews the one-page Joint Experience Summary, a succinct and clear description that outlines how the officer’s duties provided a preponderance of “joint matters” experience in a few words is particularly important. Remember that the summary only permits 340 characters, so words must be chosen carefully.

For example, an application that reads, “Worked extensively with Army and Navy plans shop to execute Operation Odyssey Dawn” is not as strong as, “Authored strategic and contingency plans for Operation Odyssey Dawn and ensured successful multi-agency command and control during mission execution.” As a final suggestion, the officer’s duty title, responsibilities and accomplishments should all align — the board will likely notice any disparities in consistency.

Even if joint credit is given, to obtain full joint qualification an officer must be mindful of several other requirements. First, Goldwater-Nichols requires education in joint matters, and not all professional military education qualifies. Although most in-residence senior developmental education courses meet the criteria, the most common way to meet the education requirement is through Advanced Joint PME, a hybrid in-residence/correspondence course based in Norfolk, Va. AJPME selection is via a biannual school board held at the Air Reserve Personnel Center, and more information can be found via the virtual Personnel Center-Guard and Reserve.

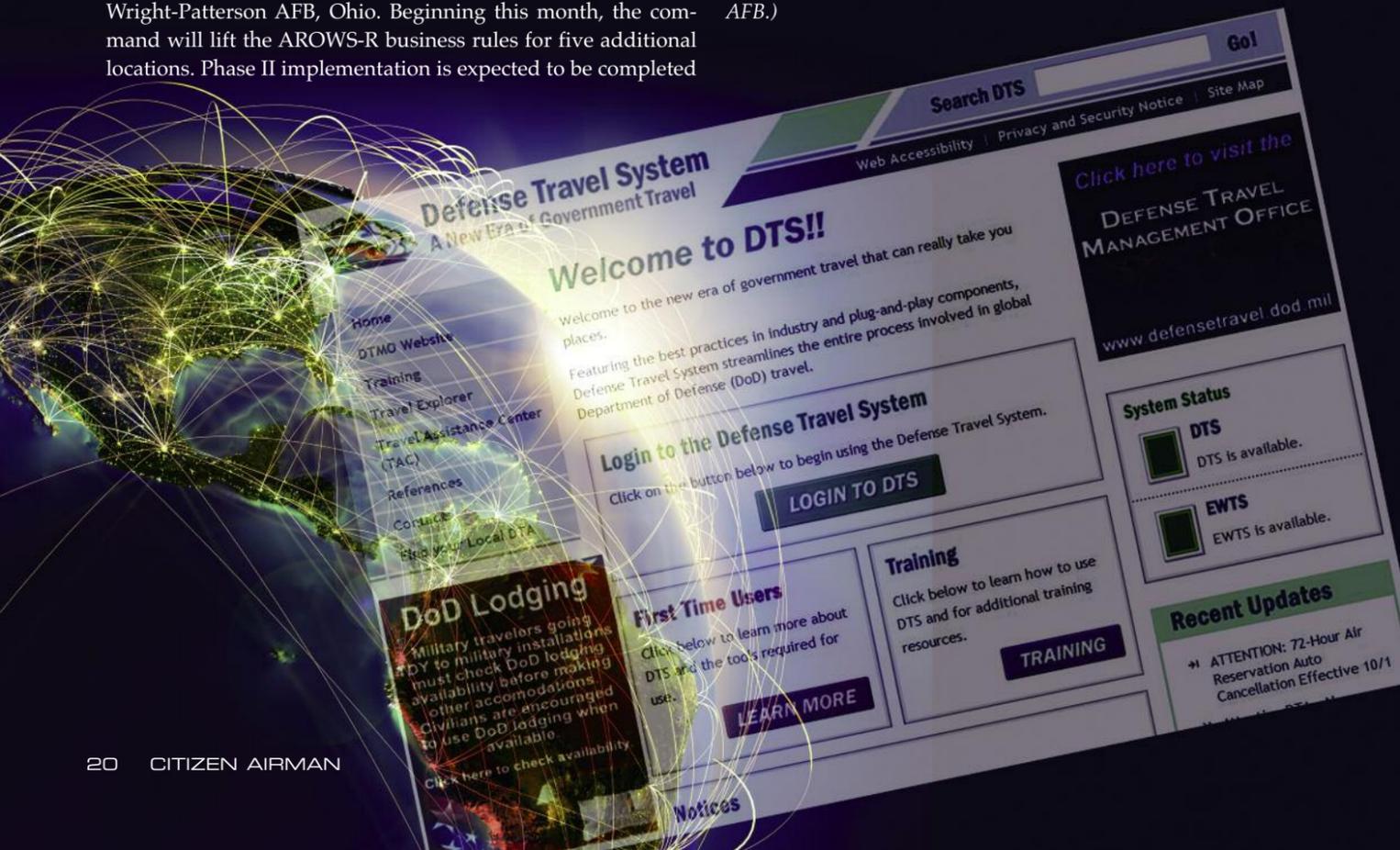
After Jan. 10, 2010, technicians and civilians with experience that meets the definition of “joint matters” may also be awarded joint credit under special circumstances and subject to certain limitations. Also, although company grade officers may apply for joint credit, because few are able to serve as strategic thinkers, the law restricts joint qualification to majors and above. Specific information may be found in DOD Instruction 1300.19, available online.

Finally, the window to apply for joint credit for retroactive experience obtained on or after Sept. 11, 2001, will soon close. Interested officers must submit their applications by Sept. 30 — experience requests after that date must be submitted within 12 months of completing the joint duty experience. As a reminder, the Joint Qualification System Self-Nomination website is located at <https://www.dmdc.osd.mil/appj/jmis/JQSLoginMain.do>.

Why go through the effort? Because, as the current chairman of the Joint Chiefs of Staff recently noted in his Strategic Guidance, “We need to be even more joint. ...” and we must “drive jointness deeper, sooner in capability development, operational planning and leader development.”

For further assistance, contact the Air Reserve Personnel Center at 800-525-0102, option 3-3-2, or via email at afrc.dpajjom@us.af.mil. Information is also available in the Joint Officer Management section of the myPers web page, <https://gum-crm.csd.disa.mil>. ★

(Heck is a strategic planner for Air National Guard and Air Force Reserve matters in the Office of the Assistant to the Chairman of the Joint Chiefs of Staff at the Pentagon.)





Second Lt. Janet Hudson (center) poses with 624th Regional Support Group Reservists, their families, headquarters staff and guest briefers at a recent Yellow Ribbon event in Hawaii. The event was for 624th Civil Engineer Squadron Reservists who recently returned from deployment in Afghanistan in support of Operation Enduring Freedom and their family members.

MASTER SGT. DANIEL H. NATHANIEL

In Hawaii, 2nd Lt. Janet Hudson put her heart and soul into creating a successful Yellow Ribbon program with ...

A Personal Touch

By Master Sgt. Daniel H. Nathaniel

When she accepted the job as family support specialist with the 624th Regional Support Group's Airman and Family Readiness Program, 2nd Lt. Janet Hudson faced a major challenge: The program she was hired to run — Yellow Ribbon — didn't exist. She would have to build it from scratch.

And build it she did. Three years, and countless hours of hard work later, Hudson has established a program that is meeting the needs of Airmen and their families in Hawaii and Guam dealing with the multitude of issues resulting from long-term deployments while gaining recognition throughout Air Force Reserve Command.

Her journey began when her fiancé received orders to Hawaii. Hudson, who was then a technical sergeant, decided to follow her future husband to Hawaii and started looking for a Reserve job. Although she worked in the maintenance world, when she saw the job opening for a family support position with the 624th RSG, she jumped at the opportunity.

The Jacksonville, Fla., native had first become familiar with the work family support people do when she was put on

active-duty orders for four years at Charleston Air Force Base, S.C. Because she was single, the base's Family Support Center kept her mother back in Florida informed of events going on in the area her daughter was stationed. Hudson said her mother really appreciated the office staying in touch with her.

She was determined to build her Yellow Ribbon Program on maintaining that kind of personal touch with Airmen and their families.

"The early stages were kind of hit or miss," said Senior Master Sgt. Corinna Seitz, 624th RSG Directorate of Personnel superintendent. "With no guidance at that time other than, 'Go forth and create a Yellow Ribbon program,' Janet did all the grunt work."

Despite encountering some obstacles along the way, Seitz said Hudson persevered and succeeded in giving the organization a first-class Yellow Ribbon Program that serves the needs of Airmen and their families.

Hudson's first official foray into Yellow Ribbon was a mid-deployment event in 2009 for the spouses and children of deployed members. The event made quite an impression on

one of the guest speakers, Army wife Michelle Cuthrell, who is the author of the book "Behind the Blue-Star Banner: A Memoir from the Homefront."

"My time with her was absolutely amazing," Cuthrell said. "I have spoken at multiple Yellow Ribbon conferences throughout the country, and she put on one of the most intimate, smoothest running, most information-packed conferences of them all. The spouses who attended her conference left with so much valuable information that was both practical and relevant to their lives."

Being out in the middle of the Pacific Ocean, far away from the mainland resources and logistics, forced Hudson to be extremely efficient and streamline many processes to fit her local venues. One of her innovations was preparing a three-ring binder with all the pamphlets and information tied to the various speakers with room for notes. The usual practice at mainland events is for partici-

pants to visit booths in between sessions to pick up pamphlets and information. With the binder, participants would always have a ready guide available should they need it in the future.

"She is a very organized, very dedicated professional," said Maj. Christopher Castaneda, Yellow Ribbon representative for the 477th Fighter Group at Joint Base Elmendorf-Richardson, Alaska. "When it comes down to making sure things are done, she knows exactly what she needs to do. We started working on a lot of projects based on her experiences out in Hawaii where she was literally doing it all by herself."

As she gets ready to bow out of the Yellow Ribbon Program so she can pursue a master's degree in aeronautical science, Hudson reflects on the importance of the program and why it is necessary to repeat essential information from finance to resiliency over and over again.

"As Reservists, we are always doing

training, training and more training, and then we are making up training, so there is not really time on a drill weekend to get all of this, and when we do a lot of the time because we heard it before we kind of dismiss it," said Hudson. "But now if you have your spouse, or family member or whoever your support system is, hears it for the first time they are going say 'did you know that? Why didn't I know that? Have you done this?' They are going to get on you and move forward with this."

Recognizing the importance of the Yellow Ribbon Program, the 624th RSG is in the process of selecting someone to replace Hudson, who is scheduled to oversee at least one more big Yellow Ribbon event in March. ★

(Nathaniel wrote this story while serving as a member of the 624th Regional Support Group public affairs office at Joint Base Pearl Harbor-Hickam. He retired from the Air Force Reserve in December.)

Having a deployed husband helped Hudson personalize her program

By Master Sgt. Daniel H. Nathaniel

Janet Hudson found herself caught off guard when her active-duty husband deployed.

Although she had been working on the Yellow Ribbon Program for the Air Force Reserve for a few years, was familiar with all of the briefings and knew intimately what to expect, Hudson found that she had a difficult time when her husband returned from deployment.

"The deployment went fine, but we were having communication issues," she said.

Hudson realized the Yellow Ribbon Program wasn't addressing what she was going through. Sure, there were briefings on resiliency and communication but nothing that addressed the direct, personal concerns of the individual.

So, at an event held on the island of Maui, Hudson included several new forums. One of these allowed military members to share their stories privately with each other, another for spouses and a third for families. Hudson talked about her personal experience as a spouse of a deployed member.

"When I shared my story, the goal was to let them know they were not alone," she said. "Because you do feel like you are the only one going through the situation."

This is especially true for the families of Reservists who do not have the constant reminders of the military experience or its support systems as their active-duty counterparts.

"They are supportive, and they are great," Hudson said, referring to the Reservist families. "But they don't experience it. They don't get it. By sharing my story, it was a way to say, 'It's OK because this is my job, and I should know what to expect, and it still caught me off guard and knocked me on



STAFF SGT. ERIN SMITH

Hudson explains the services available to Airmen upon their return from deployment during a recent Yellow Ribbon event for members of the 48th Aerial Port Squadron.

my butt." This was all it took to open the discussion.

"Some spouses started crying and shared their stories," Hudson said. "Others said they didn't have any issues but it was nice to hear what other people are going through so that when they get stressed or frustrated they could relate to that."

"I think that was a huge breakthrough," she said. ★

TOTAL FORCE TUNES

Senior Airman Michelle Hooper of the U.S. Air Forces Central Command Band "Total Force" motivates the crowd during a concert for U.S. and coalition service members Dec. 21 at Kandahar Airfield, Afghanistan. The band, comprised of deployed Airmen from the Band of the U.S. Air Force Reserve, including Hooper, and U.S. Army band, was on tour around Afghanistan during the holiday season to entertain deployed service members. For the story, see Page 14. (Staff Sgt. Jonathan Snyder)

